

# Quality Performance Report



In 2000, the City of West Des Moines implemented a quality initiative throughout the entire organization. This initiative was created in order to address concerns relating to improvements in service, meet customer requirements, develop a process to make work more efficient and effective, and receive input from employees in the decision-making process.

## Structure

The quality initiative is self-governed by the City Wide Quality Team (CWQT), which consists of two members of each department. The CWQT meets monthly in order to examine areas for improvement in processes and systems across organizational boundaries. Each department also has a Quality Team that address process improvement within their own area.

## Process Action Teams

Process Actions Teams (PATs) are formed by the CWQT to research and recommend solutions to processes. A PAT is a small group of employees that are stakeholders in the process being evaluated because the issue relates to their work. Serving on a PAT is voluntary and all members are trained in problem identification and data collection methods. If issues do not cross organizational boundaries, then they are designated for the appropriate department's Quality Team.



Since the inception of the City of West Des Moines Quality initiative, there have been 28 citywide PATs and 40 departmental PATs chartered. These PATs have studied and improved processes ranging from workers compensation to the hiring process to the development review process. Recommendations that have been implemented from the Citywide and departmental PATs have tremendously improved and streamlined service delivery.

## City-Wide Process Action Teams and Summary of Results:

***Help Desk Process*** -- Reviewed and suggested improvements to the Information Services HelpDesk process, including a new self-help interface compatible with recommended case tracking software.

***Property Disposal*** – reviewed the process of disposing or allocating city property subject to auction.

***Fire and EMS Fleet Maintenance*** – improved communication of vehicle maintenance status; established a process for reporting service turn-around facts; shared cost information; and built a suitable process that reports to management monthly.



***Sign Code Enforcement*** – Established the importance/priority of sign code enforcement and parameters for public and private property; created a communication process between all entities involved; and established a process for the elimination, disposal, and record keeping of illegal signs.

***Technology Innovation*** – Created a process that allows departments to submit requests for new technologies/systems to the "IS" department for review and evaluation; and for the "IS" department to share information on existing, new, and pending technologies.

**Budget Process** – Evaluated the City-wide operating Budget Process to streamline and eliminate unnecessary paperwork while still providing adequate information and documentation to continue to meet all internal requirements, State requirements, and GFOA Award criteria.



**WestCom Contingency** (in process) – Develop contingency plans for the major components of the WestCom Operation to include the radio system, 911 telephone system and CAD.

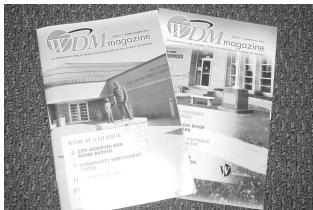
**Citywide Recycling** (in process) -- Reviewing and making recommendations regarding the current recycling process of office paper.

**Online Training** (in process) -- Examining opportunities for online training throughout the City. Exploring options and making recommendations for providing City employee training in a computer- or Web-based environment.

**Succession Planning** (in process) – Developing a process to identify, assess, and develop existing staff to assume leadership roles and ensure management continuity throughout the City.

**Pre-Recruitment** (in process) -- Developing a pre-recruitment process for the City and identifying innovative marketing strategies to increase the number of highly qualified applicants from diverse backgrounds. The intent of the new pre-recruitment strategies will be to move the City's workforce toward a more accurate reflection of the community's demographic makeup and establish the City of West Des Moines as a premier employer of choice.

**City First Aid Kits** (in process) – Reviewing the City's process for stocking and maintaining first aid kits and developing a process that assures the availability of needed supplies for our employees.



**WDM Magazine Advertising** -- The PAT has improved all activities related to advertising by creating a seamless transition from salesperson to City Manager's Office to Administrative Services for managing contracts and receiving and tracking advertising revenues.

**Facility Maintenance** – Studied and made recommendations on methods to improve the communication and execution of facility maintenance projects, including routine upkeep and repairs, emergency situations, and replacement of building related equipment.

**PAT Progress Tracking** -- Created a process for tracking which PATs are active and where they are at in their process. A closed communication loop to all employees was formed by creating a new archiving database and tracking spreadsheet on the Intranet site.

**Development Review** – The most complex process reviewed in the Quality Initiative. The team formulated 33 recommendations to improve the development review process. Highlights include a revised review process, a case advisor acting as single point of contact, a new development review team, and pre-submittal meetings.

**Online Scheduling Process** – This group recommended a system where all internal training sessions, meetings, and other group activities could be scheduled online.

***Special Events*** -- The Special Event PAT identified and implemented a shared electronic special event calendar, and streamlined the process to a one point of contact including sound and tent permits for special events. Created a clearer definition: "An activity occurring on city-owned public property for uses other than the properties intended use."



***File Retention*** -- The PAT identified, designed and implemented a city-wide Administrative Policy, "File Retention Schedule" identifying the location of all legal, administrative and historical documents, the responsible department, and the time period files are stored. The policy was adopted by the City Council and updated as various departments and included their retention schedules.

***Code Enforcement*** -- The PAT streamlined the appeals process from an appointed board to a Hearing Officer who provides background and knowledge in code enforcement and/or judicial experience. The resulting process has allowed the addressing of appeals within thirty days of a request.



***IS In-House Computer Training*** -- As recommended by the In-House Computer Training PAT, a series of computer training opportunities (basic operations, word processing, spreadsheets, and e-mail) were held resulting in better hardware/software knowledge and a more productive work environment.

***New Hire Process*** -- The review of this process has yielded comprehensive written policies to maintain consistent hiring practices, training to hiring managers to ensure they understand their role in the hiring process, and a simplified process for re-hiring returning seasonal employees.

***Customer Service*** -- As recommended by the Customer Service PAT, a directory of city services was created and distributed (by way of the Municipal Services bill), and an internal service directory as to who does what in each department was updated both of which improved staff's ability to professionally and timely meet the needs of our customers.

***Workers Comp*** -- This has resulted in a brochure to employees that better explains the workers' compensation process and the rights of employees under this law; has improved the quality of the medical provider; and continues to monitor quality through the continual survey of users.

***New Hire Orientation*** -- The PAT's work has resulted in a better overview to new employees of the information they need about the City on their first day of employment. This is an on-going measure of the HR BSC measure.

***Interdepartmental Communications*** -- This worked to improve communication throughout the organization. Outcomes have included the City Manager's Report, an Intranet site (The Wire), lunch 'n learns, and eventually the cluster concept.

**Departmental PAT Highlights Organized by Three Service Clusters:**



### Public Safety Cluster



Consistent Staffing -- *Fire*  
Personal Protective Equipment -- *Fire*  
Vehicle Maintenance – *Fire*

Promotional Process -- *Police*  
Communications -- *Police*  
Morale -- *Police*  
Alarm Ordinance -- *Police*  
Electronic Document Flow -- *Police*  
In-Service Training – *Police*  
Jail Processing – *Police*



### Public Services Cluster

Cross Training – *Community Development*  
Physical Working Environment -- *Community Development*  
Initial Contact/Referral Process -- *Community Development*  
Time Tracking – *Public Works*  
Employee Safety -- *Public Works*  
Irregular Work Hours -- *Public Works*  
Medical Response and Reporting -- *Public Works*  
Emergency Evacuation -- *Public Works*  
Multi-department Project Filing -- *Public Works*  
Storm Water Intake -- *Public Works*  
Snow Fence -- *Public Works*  
PCC Patching -- *Public Works*  
Signal Maintenance – *Public Works*  
Hydrant Meter – *Water Works*



### Community Enrichment Cluster

Communications – *Parks and Recreation*  
Volunteers -- *Parks and Recreation*  
Park Development Review -- *Parks and Recreation*  
Raccoon River Park Special Events -- *Parks and Recreation*  
Front Desk – *Human Services*  
Comprehensive Community Awareness – *Human Services*  
Financial Emergency Assistance – *Human Services*  
Training -- *Library*  
Communication - *Library*  
Library Appearance – *Library*  
Library Holds – *Library*  
Online Registration and Training – *Library*